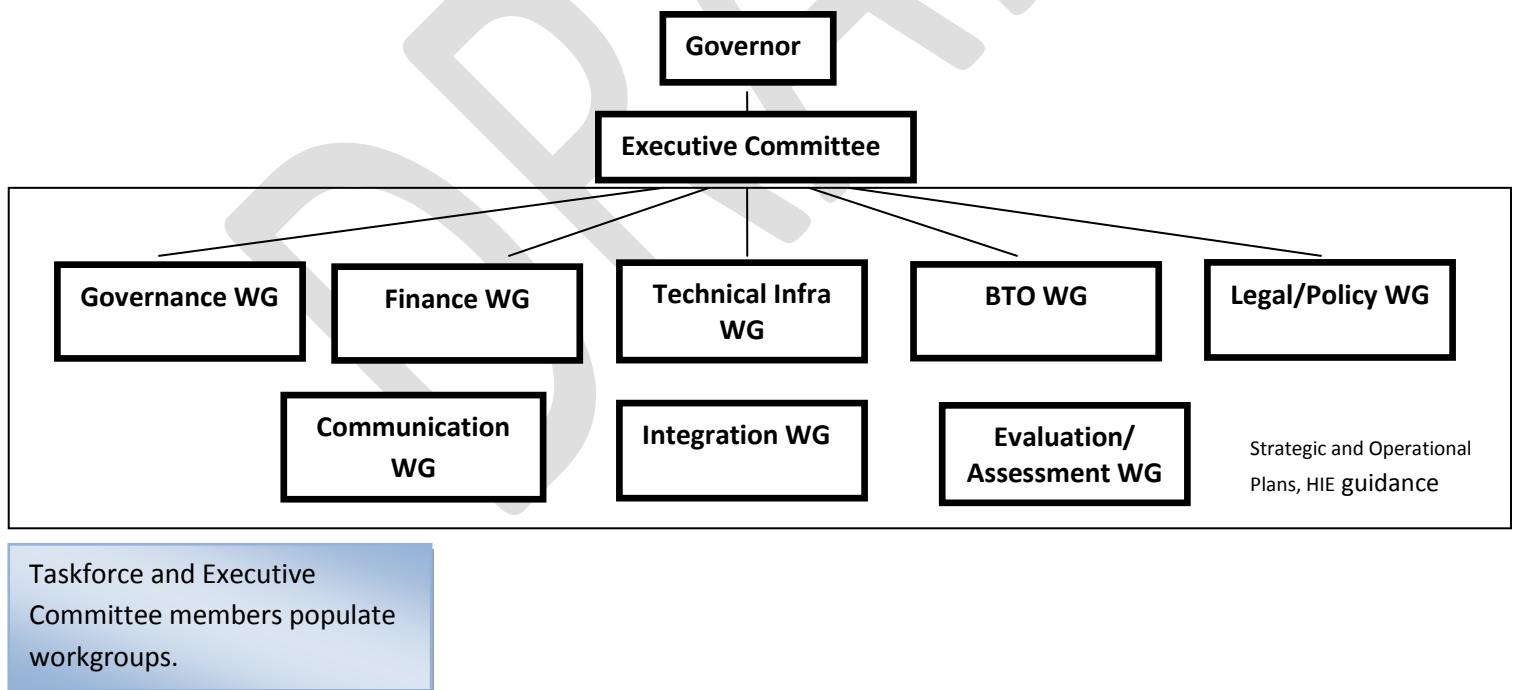


2.1 Governance

Building Upon a Collaborative Governance Model

Effective development of a statewide HIE requires a collaborative effort by multiple community stakeholders, fostered by transparency and organizational trust. Arkansas healthcare stakeholders had the opportunity to develop formative concepts about an HIE during the two-year Regional Quality Initiative (RQI) grant period. The consensus-driven process explores many core components of HIE, including governance.

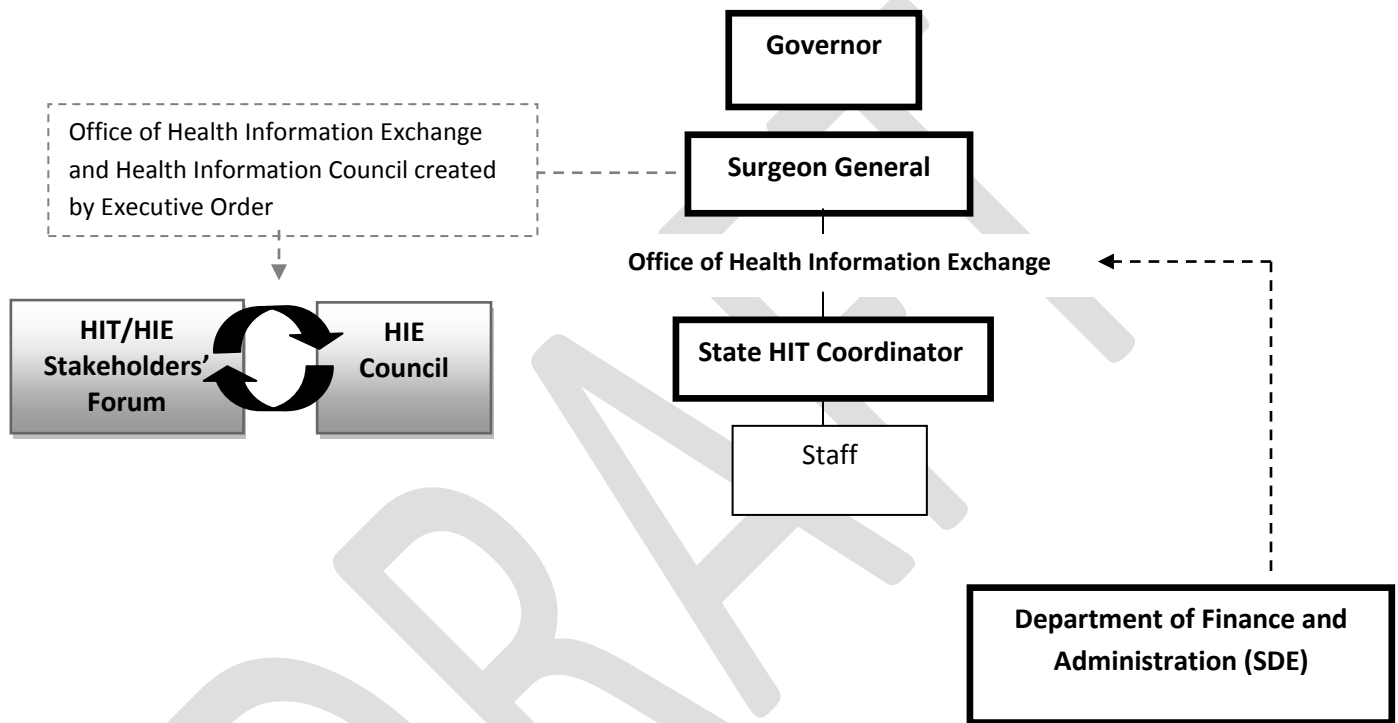
In 2009, at the direction of the Governor, Arkansas's Surgeon General formed a taskforce on HIT to build upon the RQI conceptual framework. An Executive Committee was established to serve as an advisory body to the Governor for HIE. The Taskforce meets regularly to review progress of the Executive Committee. Currently, members of the Taskforce and Executive Committee have been serving on five (5) workgroups to develop the vision for HIE/HIT in Arkansas and to develop the strategic and operational plans for SHARE (State Health Alliance for Records Exchange). These workgroups are co-chaired by a Taskforce representative and a member of the Executive Committee. The workgroups are domain specific and include: Governance, Finance, Technical Infrastructure, Business and Technical Operations, and Legal/Policy. There are also functional workgroups that include: Communications, Evaluation, and an Integration workgroup that aims to coordinate activities between the HIE, Regional Extension Centers, broadband, Medicaid, and other ARRA programs. The State will build upon these existing structures for the SHARE governance model. Workgroup and stakeholder involvement is visualized below:



The State of Arkansas realizes that creation and implementation of SHARE will be an evolving process. Because of this, the governance structure must be flexible enough to accommodate SHARE as it evolves. The State of Arkansas is taking a phased approach to governance. The governance model will be vetted through the workgroups, Taskforce, and Executive Committee before a final recommendation is given to the Governor.

This first phase model will be a state-led, collaborative model. An executive order will create the Office of HIE that will house the State HIT Coordinator and key staff. The HIE Council will also be created by executive order and an HIE/HIT Stakeholders' Forum will also be established. It is anticipated that this first phase will last at least 10-12 months, prior to the 2011 Arkansas legislative session.

The first phase of the governance structure is as follows:



The Arkansas Office of HIE will be established and administratively housed in the Arkansas Department of Finance and Administration (DFA), which is the State Designated Entity (SDE) for the Arkansas State Health Information Exchange Cooperative Agreement Program. DFA is responsible for all administrative duties related to the Federal grant and will also serve as the fiscal agent for the Office of HIE. The Office of HIE will be headed by the State HIT Coordinator.

The Governor has appointed the Surgeon General to chair the HIT Executive Committee. The Surgeon General coordinates the functions of the Executive Committee which will become the HIE Council.

Current HIT Executive Committee Membership and Roles

- Arkansas Surgeon General-Chair
- Director, Arkansas Department of Health
- Director, Arkansas Department of Human Services
- Director, Arkansas Department of Information Systems
- Director, Arkansas Science and Technology Authority

- Executive Vice President, Arkansas Medical Society
- President and CEO, Arkansas State Regional Chamber of Commerce
- Executive Vice President, Jefferson Regional Medical Center
- AR Blue Cross/Blue Shield

Ex-Officio Members

- State HIT Coordinator
- Arkansas Attorney General's Office
- Arkansas Department of Finance and Administration
- Arkansas ARRA Implementation Director

Executive Committee members serve as an advisory council to the Governor. The Committee reviews all recommendations for the workgroups and Taskforce before sending their final recommendations to the Governor.

HIT/HIE Stakeholders' Forum

The HIE/HIT Stakeholders' Forum will reflect the current Taskforce. However, the HIT Coordinator and others within the Office of HIE will establish a process for identifying populations and stakeholders that are not participating in the Forum and ensure their participation. The Forum will be as inclusive as possible to make sure the needs of all populations are being met through SHARE. Periodic review of Forum membership will take place. Because turn-over is always a challenge, a process will be developed to populate the Forum when turn-over occurs. The Forum will hold monthly meetings. A communications plan will inform members of all Forum meetings and all other information related to SHARE. Through these strategies, Forum members will be able to provide feedback and engage in the HIE process.

Stakeholders will provide feedback and input related to HIT and HIE policies, privacy and security, and effectiveness of the HIE. Stakeholders will utilize the Forum to bring any concerns and challenges to the attention of the HIE Council and HIT Coordinator. Stakeholders will also continue to serve on workgroups as needed to further develop and implement the SHARE program in Arkansas.

Roles and Responsibilities:

Surgeon General Responsibilities

- Helps design HIE policy for the state
- Chairs HIE Council
- Coordinates Council activities with the HIT Coordinator

Office of HIE Responsibilities

- Executes the day-to-day operations of the HIE program
- Oversee HIE operations and if operations are contracted out, manages relationship and oversees contract
- Develops policies, including privacy and security, for HIE implementation and reviews with HIE Council

- Ensures transparency
- Develops and meets program milestones and objectives
- Ensures integration and coordination among other ARRA programs and state health programs
- Manage and facilitate stakeholder participation in the HIE process

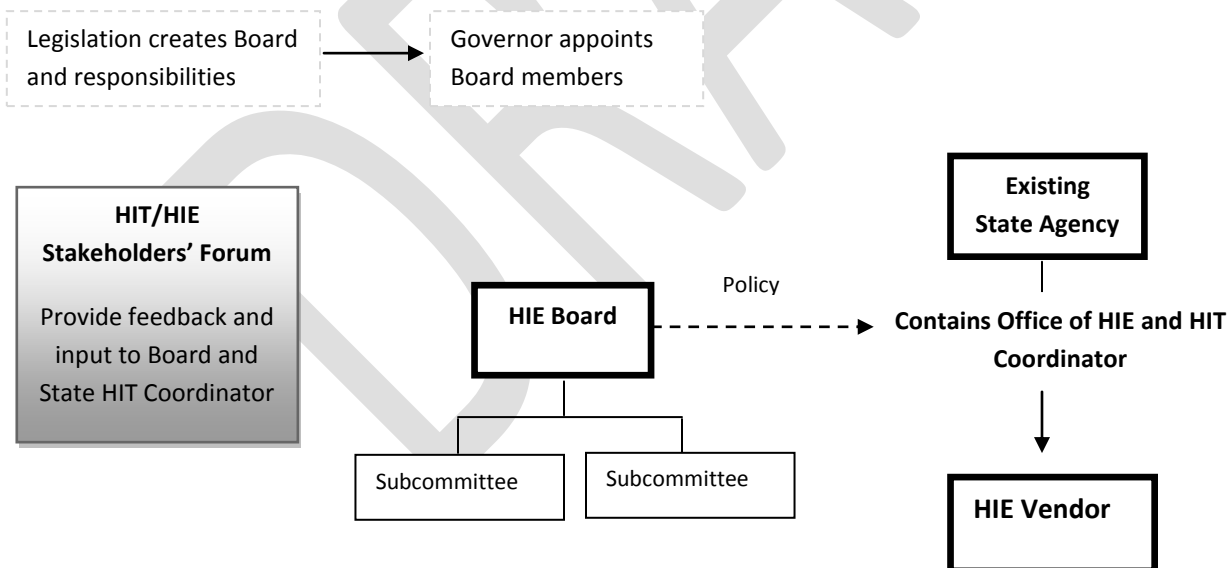
Department of Finance and Administration Responsibilities

- Administer the Federal Grant
- Responsible for receiving funds and transferring them to the HIE program
- Responsible for Federal Grant Reporting
- Compliance Monitoring of HIE program
- Advise State Agency in setting up an accounting system for collection of fees for sustainability
- Assist HIE program and HIT Coordinator in setting project milestones and performance measures

Ongoing Development of the Governance Model

As the HIE system evolves and matures, so must the governance model, which is why Arkansas is taking a phased approach. As the HIE evolves and matures, the state envisions transitioning to a governance model that relies less on the State government and more on stakeholders.

This second phase model may be structured as follows:



In this second phase, stakeholders would play an even more prominent role in decision making than in the initial model. An HIE Board will be created legislatively and will be comprised of several stakeholders (see below). Though the Office of HIE will be housed in an existing state agency, the Board will be independent and provide oversight for SHARE and develop policy. The Board will receive services as needed through the state agency. Operations for the HIE will be contracted to a vendor or vendors as needed, with the HIT Coordinator serving as a liaison to these vendors.

HIE Board Membership

The Governor will appoint Board members based on recommendations from the organizations listed below. Each organization will submit three (3) nominees for each position to the Governor. Board members will represent their professionals and occupations.

Governor will appoint 3 at large members
Arkansas Medical Society- 2 representatives
Arkansas Hospital Association-2 representatives
Community Health Centers of Arkansas- 1 representative
Arkansas Pharmacists Association-1 representative
Home Health Association-1 representative
Health Care Association-1 representative
Osteopathic Association- 1 representative
Arkansas Department of Health- 1 representative
Arkansas Department of Health and Human Services-1 representative
Arkansas Nurses Association- 1 representative
Arkansas Dental Association- 1 representative
Payer- 1 representative